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Letter dated 30 May 2001 from the representatives of Argentina, Canada, Ghana, India, Jordan, the Netherlands and New Zealand to the United Nations addressed to the President of the Security Council

Further to the letter of 23 January 2001 from the Permanent Representative of Canada to the President of the Security Council (S/2001/73) which contained a proposal for improving cooperation between the Security Council and troop-contributing countries, we the undersigned are pleased to provide additional thoughts on how to achieve such cooperation. We ask that the Security Council Working Group considering this issue give it their favourable consideration.

We would be grateful if the present letter and its annex could be circulated as a document of the Security Council.

(*Signed*) Luis E. **Cappagli**
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Chargé d'affaires a.i.

(*Signed*) Paul **Heinbecker**
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(*Signed*) Nana **Effah-Apenteng**
Ambassador and Permanent Representative of Ghana to the United Nations

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(*Signed*) Dirk Jan **van den Berg**
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(*Signed*) Don **MacKay**
Ambassador and Permanent Representative of New Zealand to the United Nations

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Annex to the letter dated 30 May 2001 from the representatives of Argentina, Canada, Ghana, India, Jordan, the Netherlands and New Zealand to the United Nations addressed to the President of the Security Council

Thoughts on implementing the concept of a mission-specific cooperative management committee

Introduction

The concept of a mission-specific cooperative management committee is based on the need for all three parties in the "triangular relationship" (the Security Council, troop contributors and the Secretariat) to cooperate integrally in the management of peace operations:

(a) Preparations;

(b) Establishing a mission-specific cooperative management committee;

(c) Managing a mission;

(d) Termination.

Such cooperation goes beyond consultation to participation in decision-making.

Phase I
Preparations

Prior to a Security Council decision to launch a peace support mission, the Secretariat begins the "mission planning" process, occasioned either by the Security Council seizing itself of an issue or at the direction from the Secretary-General or both.

Using the United Nations standby arrangements system, the Department of Peacekeeping Operations identifies possible major troop contributors to a potential mission.

Those Member States are approached informally by the Secretariat to determine their interest in participating.

Those potentially interested in making substantial contributions are invited to participate in a survey mission.

Committed Member States participate in the mission planning process and are included in preliminary work on discussing the mandate, the concept of operations, the rules of engagement etc.

Phase II
Establishing a mission-specific cooperative management committee

The Security Council establishes a peace support operation and a mission-specific cooperative management committee that includes the major troop contributors.

The committee elects its chair from among its members.

The committee undertakes to practice transparency towards other troop contributors not represented in the committee and to keep them informed on a regular basis.

Member States are free to determine the level of their representation on the committee; participation of military (and civilian police) advisers from delegations and the Secretariat would be useful.

Consensus among members of the committee is sought in the development of the mandate and/or concept of operations.

Troop-contributing countries that cannot accept an emerging consensus on a mandate and/or concept of operations withdraw from the mission.

Phase III
Managing a mission

The mission-specific cooperative management committee reviews the political/military guidance for the force commander, the continuing validity of the mandate, its extension and/or its modification, and its termination.

The committee is kept informed by the Secretariat either concurrently with the Security Council or in meetings with the Security Council about the operation in all its aspects.

The committee meets with the Council when any change in the mandate is contemplated, in particular, the broadening or narrowing of scope of the mission, the introduction of new or additional functions or components, or a change in the authorization to use force; the renewal of a mandate; significant or serious political, military or humanitarian developments; a rapid deterioration of the security situation on the ground; the termination, withdrawal or scaling down in size of the operation, including the transition from peacekeeping to post-conflict peace-building.

Phase IV
Termination

The mission-specific cooperative management committee recommends to the Council the termination of the mission when there is a consensus that the operation has achieved its major goals or that no decisive purpose is served by prolonging it.

The final decision on the continuation or termination of an operation remains with the Council; troop-contributing countries, equally, retain the right to withdraw from a mission.

Considerations

The Security Council would at all times retain the right to make decisions.

The establishment of an operation-specific cooperative committee should, in most circumstances, supplant any existing "groups of friends".

The management structure described above is fully consistent with Article 44 of the Charter of the United Nations which speaks of participation in the decisions of the Council concerning the employment of troops; it also respects all Articles under Chapter V of the Charter pertaining to the rights and responsibilities of the Security Council.